

Parks
Fiscal Year 2013-14 Proposed Budget

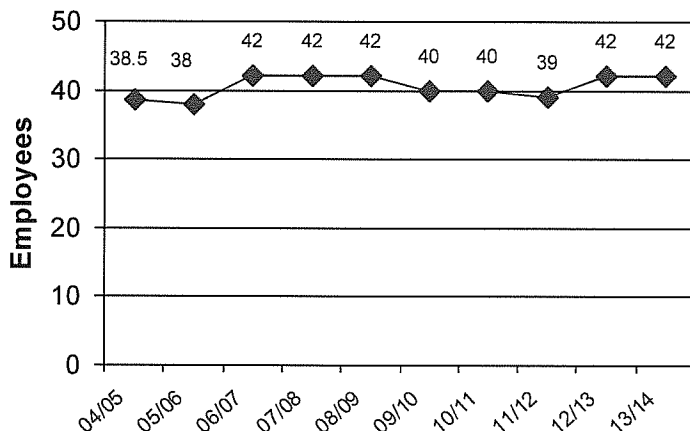
Fund Center 305

MISSION STATEMENT

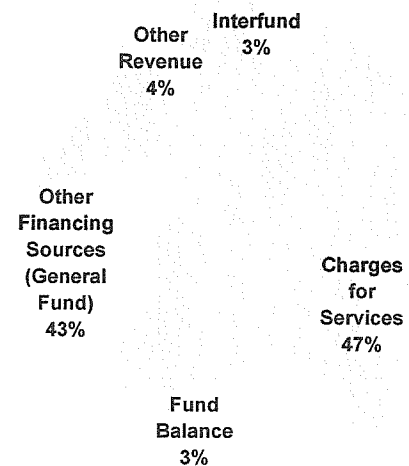
The San Luis Obispo County General Services Agency- County Parks ensures diverse opportunities for recreation and the personal enrichment of the County's residents and visitors while protecting its natural, cultural, and historical resources.

| | 2012-13 | 2012-13 | 2013-14 | 2013-14 | Change from |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| <u>Financial Summary</u> | <u>Budget</u> | <u>Projected</u> | <u>Requested</u> | <u>Recommended</u> | <u>2012-13</u> |
| Fines, Forfeitures and Penalties | \$ 25,420 | \$ 75,528 | \$ 97,458 | \$ 100,500 | \$ 75,080 |
| Revenue from Use of Money & Property | 95,962 | 112,978 | 112,979 | 112,979 | 17,017 |
| Intergovernmental Revenue | 5,000 | 0 | 5,460 | 5,460 | 460 |
| Charges for Current Services | 3,930,057 | 3,869,912 | 3,968,832 | 3,968,832 | 38,775 |
| Other Revenues | 38,000 | 64,451 | 74,588 | 74,588 | 36,588 |
| Other Financing Sources | 4,020,055 | 3,420,055 | 3,420,055 | 3,540,677 | (479,378) |
| Interfund | 411,608 | 371,040 | 240,324 | 240,324 | (171,284) |
| Total Revenue | \$ 8,526,102 | \$ 7,913,964 | \$ 7,919,696 | \$ 8,043,360 | \$ (482,742) |
| | | | | | |
| Fund Balance Available | \$ 665,784 | \$ 665,784 | \$ 0 | \$ 275,000 | \$ (390,784) |
| Cancelled Reserves | 127,000 | 127,000 | 0 | 0 | (127,000) |
| Total Financing Sources | \$ 9,318,886 | \$ 8,706,748 | \$ 7,919,696 | \$ 8,318,360 | \$ (1,000,526) |
| | | | | | |
| Salary and Benefits | \$ 4,158,037 | \$ 3,929,195 | \$ 4,220,133 | \$ 4,294,147 | \$ 136,110 |
| Services and Supplies | 3,841,055 | 4,098,702 | 3,228,946 | 3,275,574 | (565,481) |
| Other Charges | 54,437 | 54,437 | 129,484 | 132,526 | 78,089 |
| Fixed Assets | 0 | 0 | 55,000 | 55,000 | 55,000 |
| Gross Expenditures | \$ 8,053,529 | \$ 8,082,334 | \$ 7,633,563 | \$ 7,757,247 | \$ (296,282) |
| | | | | | |
| Contingencies | 505,357 | 0 | 286,133 | 286,113 | (219,244) |
| New Reserves | 760,000 | 760,000 | 0 | 275,000 | (485,000) |
| Total Financing Requirements | \$ 9,318,886 | \$ 8,842,334 | \$ 7,919,696 | \$ 8,318,360 | \$ (1,000,526) |

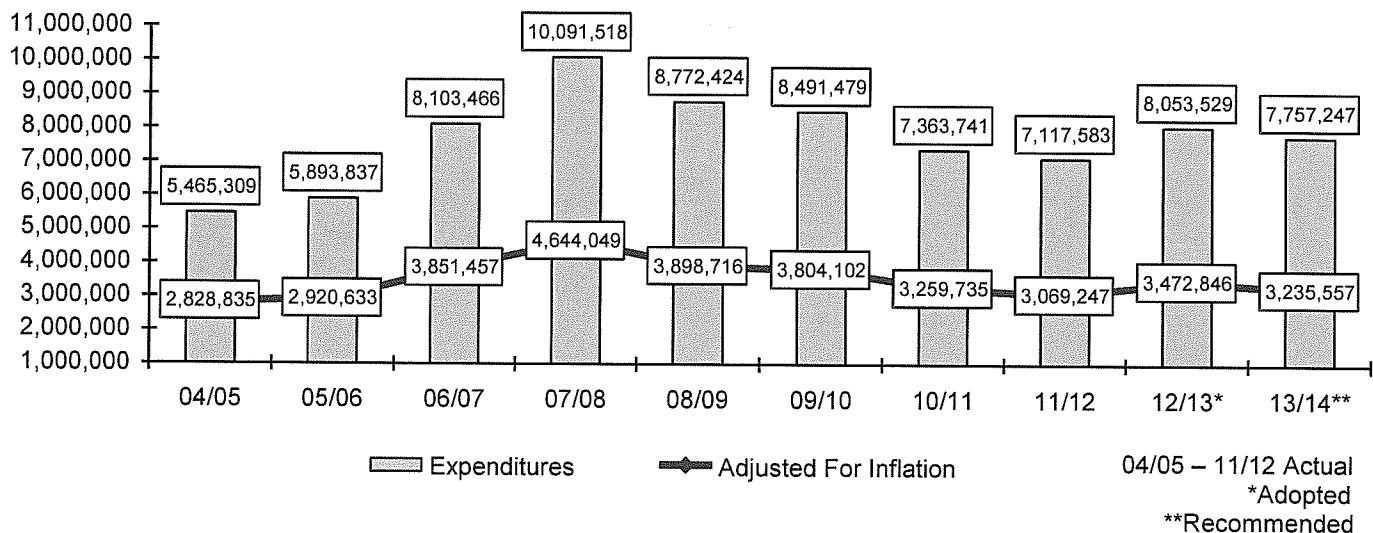
Number of Employees
 (Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Parks has a total expenditure level of \$7,757,247 and a total staffing level of 42.00 FTE to provide the following services.

Parks Facilities

Manage and maintain the County-owned and/or operated parks and recreational facilities (community parks, playgrounds, tennis courts, swimming pools, coastal accessways and beaches, regional parks, camping facilities, biking and hiking trails, open space and historic adobe structure) to ensure safe and efficient operations. Design and implement recreational programs to enhance the satisfaction of residents and visitors. Utilize a market-based recreational fee structure balanced with numerous free use areas to support operating costs while allowing the greatest number of participants in outdoor recreation. Manage the central reservation system for residents and visitors to reserve the use of campgrounds, group day use areas, the San Luis Obispo Veteran's Hall and other park operated recreational facilities.

Total Expenditures (\$): \$7,757,247 Total Staffing (FTE): 42.00

DEPARTMENT COMMENTS

County Parks and Recreation plans, manages and maintains approximately 14,000 acres of open space, parks, beaches, trails, lakes and natural areas. In addition to providing an array of recreation opportunities for county residents, the county's lakes, beaches, trails and parks draw thousands of visitors each year and contribute to the county's large tourism industry. Rangers also maintain the public grounds that surround all of our many public buildings throughout the County to provide safe, usable and attractive properties that welcome residents, visitors and employees.

County Park Rangers operate park facilities toward a better future for all residents and visitors. Park's staff also seek grant funding, manage revenues and receive donations of property and funds for purchasing additional acreage, building new facilities and improving existing recreational features. Through these efforts, several new sections of trails are in development for future additions to the park system. Additionally, County Parks has numerous volunteer groups and individuals who regularly donate their time and resources to help with ongoing projects, maintenance, and recreation programming. They save county taxpayers hundreds of thousands of dollars in support of the parks and provide an invaluable service to our parks, trails and natural areas. Working together, County Park's staff and volunteers improve park facilities and recreational areas and create a better community environment and a better place to live.

Due to a decline in the funding for the grounds function, the budget submitted by Parks reduces resources for landscapes and grounds services for County buildings by approximately \$80,000. The reduction includes the elimination of one of the three positions that previously provided these services and will result in measured decline in attractiveness and usability of grounds that surround our buildings. County Parks is seeing increased numbers of visitors and some improvement in fee-based revenues. As this trend continues, County Parks intends to complete projects deferred in past years. Staff will continue to explore alternative funding sources for operations, projects and maintenance. County Parks will continue to expand marketing and promotional efforts as well as community relations programs to improve support through new partnerships.

Following are some of the department's notable accomplishments for FY 2012-13 and some specific objectives for FY 2013-14.

FY 2012-13 Accomplishments

- Completed procurement and installation of a state of the art, web-based park reservations and registration system. Campground customers may now secure reservations through internet access at any time and any day of the week year around.
- Created long-term camping policies that allow six-month and longer stays, thereby increasing recreational opportunities and strengthening County Park's financial position.
- Created and provided the first "Outdoor Discovery Festival" with focus on intergenerational recreation provided at Lopez Lake. Live music, food and beverages combined with Discovering the Environment through Education and Recreation (DEER) program activities for youth resulted in hundreds of visitors enjoying the day and added revenues for the department.
- Partnered with Church of Latter Day Saints to provide a volunteer day opportunity that allowed over 300 people to provide over 1,200 volunteers hours of service improving many areas and facilities of Lopez Lake Recreation Area. This year, volunteerism grew to a total of over 110,000 volunteer hours for the year.
- Partnering with the Public Health Agency, created changes to County Ordinance, Chapter 8.22 that has eliminated all smoking in mini, neighborhood and community parks and special places. This change to the ordinance occurred following numerous public meetings allowing significant input and limited smoking to be 30 feet away from any regional park building, playground or group picnic area.

FY 2013-14 Objectives

- Implement the program registration module of the new park reservations and registration system to allow recreation program participants to register and pay directly through the internet.
- Implement the point of sale module of the new reservation and registration system to allow County Park merchandise sales and donations.
- Seek additional opportunities to partner with volunteers, non-profits and public entities to expand habitat protection and public recreation.
- Seek funding sources to complete the Countywide Needs Assessment to determine the overall park, recreation and open space needs of the County.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

The total expense and revenues for the FY 2013-14 Parks budget is recommended to decrease by \$1,000,526, or 10% as compared to the FY 2012-13 adopted budget. The level of General Fund support is recommended to decrease by \$479,378 or 11% as compared to the FY 2012-13 adopted level. The recommended budget for Parks maintains service levels.

The financing sources for Parks consist of revenues from charges for services, General Fund, which is a transfer into the Parks Fund and appears as revenue in the Parks budget, and Fund Balance Available (FBA). Revenues comprise 55% of the financing sources for this budget. The General Fund provides 42% of the financing sources and FBA provides 3%.

The \$479,378 decrease in General Fund support for this budget is entirely related to a one-time allocation of \$600,000 in General Fund made in the FY 2012-13 adopted budget. The FY 2012-13 adopted budget included a \$600,000 allocation of General Fund intended to provide funding for Parks to address deferred maintenance and needed projects to support park facilities and infrastructure. Since \$600,000 of General Fund was a one-time addition, it is not included in the recommended FY 2013-14 budget resulting in the General Fund showing a decrease in allocation as compared to the FY 2012-13 adopted budget. Adjusting for the one-time \$600,000 allocation, The recommended level of General Fund support in the FY 2013-14 budget for Parks shows an increase of \$120,622, or 3%. This increase is largely related to a shift of \$80,000 in General Fund from Fund Center 113-General Services to Parks to fund the grounds maintenance function that was moved from General Services to Parks in the FY 2012-13 budget and a one-time allocation of \$27,500.

The shift of the grounds maintenance function for facilities from General Services- Fund Center 113 to Parks was made with the understanding that the combination of General Fund transferred from General Services and the charges for services for grounds maintenance would fully fund the grounds function. Parks overestimated the revenues from charges for services and as a result, the amount of General Fund moved from Fund Center 113-General Services to the Parks budget in FY 2012-13 was less than it needed to fully fund grounds maintenance.

The requested FY 2013-14 budget submitted by Parks shows the amount of revenues from service charges related to the grounds maintenance are decreasing by \$80,000. This is due to the correction of the error in calculating revenues made in FY 2012-13. Parks also reduced expenditures related to grounds maintenance by \$80,000 by proposing the elimination of one vacant position and other reductions in services and supplies. The recommended budget includes an additional \$80,000 in General Fund support being transferred from General Services to Parks. This transfer fully funds the maintenance of grounds, restoring the position and other reductions proposed by Parks. The additional General Fund support completes the transfer of funding and function from General Services to Parks begun in FY 2012-13. An additional \$27,500 in General Fund is being added to this fund center to assist with marketing Parks campgrounds and facilities. \$12,500 of these funds is earmarked to assist with marketing County Golf Courses, Fund Center 427.

The recommended revenues from charges for services, including camping, day use and other fees charged for the use of County parks and recreational facilities, are showing a slight increase of \$55,792, or 1% greater than the adopted budget for FY 2012-13. Although the revenue increase in charges for services is modest, the increase does indicate improvement in the fiscal status of the department as compared to prior years when these revenues were declining.

The recommended \$1 million decrease in expense is due to a combination of decreases in funding for contingencies, reduction in the amount being set aside for reserves and a net decrease in expense. Recommended contingencies are \$219,244, or 43% less than the amount in the FY 2012-13 adopted budget. Parks has determined that revenues are more stable than they were a few years ago. Parks has determined that the increased stability of its revenues reduces the need to include a contingency amount equivalent to 5% of the expenditure amount. The amount of contingency funds in the Parks budget is \$286,113, or 3.5% of the expenditure level in the budget.

The recommended budget also includes \$275,000 in new reserves that is being funded with projected fund balance that is projected to be available at the end of FY 2012-13. The amount allocated to reserves reflects a decrease of \$485,000 or 43% less than adopted FY 2012-13 Parks budget. At the end of FY 2011-12, the Parks fund balance available was greater than anticipated and Parks set aside these funds as part of the final adopted

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budget for FY 2012-13. If the fund balance available at end of FY 2012-13 is greater than projected, the amount transferred to reserves may increase when the final adopted budget for FY 2013-14 is approved.

The sum of the expense in the accounts for salary and benefits, services and supplies, other charges and fixed assets show a reduction of \$296,282, or 3% less than the FY 2012-13 adopted budget. This decrease can be entirely attributed to decreases in charges from General Services, countywide overhead, insurance expense and garage charges.

Salary and benefit accounts are recommended to increase by \$136,110 largely due to increased expense for workers compensation and pension obligation bond payments. All existing positions in Parks are funded in the recommended budget.

The recommended expense level in the services and supplies accounts are \$565,481 or 14% less than the adopted FY 2012-13 budget. The main drivers of this decreased expense are a \$463,532 decrease in Countywide Overhead charges and a \$170,053 decrease in charges from General Services. The decrease in General Services charges corrects an error made by General Services which double counted charges to Parks.

Utility expense in the services and supplies accounts is increasing by approximately \$199,000. The substantial increase in utility expense is due to a combination of parks not budgeting sufficient funding for these expenses in the FY 2012-13 budget and higher costs for electricity, water and gas. Recommended FY 2013-14 funding levels for many operational expenses are the same, or slightly greater than the funding levels in the adopted budget for FY 2012-13. Included in this group of operational expenses are facility and grounds maintenance, safety equipment, office expense, professional services, training and significant value purchases.

The recommended budget includes fixed asset purchases that total \$55,000. The fixed assets replace existing maintenance equipment and include a lawn aerifier and top dresser used to maintain parks and ball fields along with a replacement chipper used to chip bush and tree trimmings.

The recommended budget for Parks indicates a modest improvement in the fiscal condition for Parks. The recommended funding maintains current service levels at all parks and recreational facilities. General Fund support for Parks is being augmented to maintain the grounds function as well to enhance marketing efforts intended to increase the number of visitors to county campgrounds and recreational facilities. The FY 2012-13 one-time allocation of \$600,000 in General Fund is assisting Parks to address deferred maintenance and enhancement of visitor serving facilities. Although much deferred maintenance remains, the outlook for Parks appears to be more stable the past several years.

GOALS AND PERFORMANCE MEASURES

| Department Goal: Cost-effectively operate and maintain County-owned and/or operated parks and recreation facilities to enhance recreational opportunities that meet or exceed customer expectations. | | | | | | |
|--|----------------------------|----------------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| Communitywide Result Link: <input checked="" type="checkbox"/> Safe <input checked="" type="checkbox"/> Healthy <input checked="" type="checkbox"/> Livable <input checked="" type="checkbox"/> Prosperous <input checked="" type="checkbox"/> Well-Governed Community | | | | | | |
| 1. Performance Measure: Square footage of high maintenance intensive park facilities maintained per full time equivalent employee. | | | | | | |
| 08-09 Actual Results | 09-10 Actual Results | 10-11 Actual Results | 11-12 Actual Results | 12-13 Adopted | 12-13 Projected | 13-14 Target |
| 197,562 sq.ft./FTE | 185,807 sq.ft./FTE | 185,952 sq.ft./FTE | 110,832 sq.ft./FTE | 106,532 sq.ft./FTE | 106,532 sq.ft./FTE | 103,493 sq.ft./FTE |
| What: The ratio of full time equivalent ranger and maintenance employees to the square feet of park facilities requiring regular, intense maintenance. | | | | | | |
| Why: County Parks manages over 13,000 acres of parks, trails and open space. However, the developed park facilities such as playgrounds, pools and campsites have the greatest direct impact on field staff resources. These field staff must provide for visitor services and facility needs such as general maintenance, lifeguards, gatehouse, patrol duties, etc. This ratio will track the direct impact of adding or eliminating developed facilities to the County Park system and/or adding or eliminating field staff labor hours for their related maintenance. | | | | | | |

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How are we doing? The projection for FY 2012-13 is equal to the adopted target for this year. FY 2013-14 Target is 2.86%, or 3,039sq.ft/FTE lower than the FY 2012-13 Adopted. This reflects the intention to increase the seasonal staffs assigned to the high maintenance parklands. These additional seasonal resources begin to replace those that were decreased due to revenue declines in prior years. As revenues have now stabilized, resources can be directed toward improved maintenance schedules to sustain current service levels, and ensure the safety and integrity of park facilities. This data reflects inclusion of seasonal worker hours with County Park's regular and supervisory staff hours to ensure that this measure provides a consistent year over year view of all resources that support high use recreational facilities and parks.

2. Performance Measure: Percentage of reported imminent safety hazards that are abated within one work day.

| 08-09 Actual Results | 09-10 Actual Results | 10-11 Actual Results | 11-12 Actual Results | 12-13 Adopted | 12-13 Projected | 13-14 Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|--------------------|-----------------|
| N/A | N/A | N/A | 97% | 98% | 98% | 98% |

What: All reported imminent safety hazards (fallen trees, broken glass, broken play equipment, etc.) are documented and the percentage of imminent safety hazards abated within one work day is tracked and analyzed for trends and recurring hazards. This measure provides a view of staff's ability to abate imminent safety hazards in a timely fashion and provides an overview of how safe the park environment is for visitors.

Why: To ensure a positive recreational experience and limit liability exposure, it is essential that County Parks provides a safe environment for our visitors and staff. Tracking imminent safety hazards and the time necessary for their abatement helps staff to focus on areas of concern, ensures resources are employed effectively and demonstrates our commitment to providing a safe park environment.

How are we doing? The projection for FY 2012-13 is equal to the adopted target for this year. The FY 2013-14 Target is also equal to the FY 2012-13 adopted figure as data to date supports staffs' ability to abate 98% of reported imminent safety hazards within one work day. The FY 2013-14 Target supports the goal for ensuring that staff will dedicate resources to prevent visitors' injuries from known hazardous conditions.

3. Performance Measure: Percentage of responses to Customer Satisfaction Survey rating overall park and recreation experience as "Satisfactory" or better.

| 08-09 Actual Results | 09-10 Actual Results | 10-11 Actual Results | 11-12 Actual Results | 12-13 Adopted | 12-13 Projected | 13-14 Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|--------------------|-----------------|
| N/A | N/A | 93% | 95% | 93% | 93% | 94% |

What: Customers are randomly surveyed yearly throughout County Regional Parks. This annual customer survey measures overall satisfaction with our customers' parks and recreation experience.

Why: Quality parks and recreation facilities and positive customer satisfaction with their recreational experiences are a key component of any safe, healthy, livable, prosperous and well-governed community. Regularly surveying our customers to find out how they rate their recreational experiences at our facilities provides us with valuable customer information on which to base future resource decisions. Higher customer satisfaction would correlate with increased customer referrals, more visitors and increased revenues.

How are we doing? The projection for FY 2012-13 is equal to the adopted target for this year as customer satisfaction with park services remains strong. The FY 2013-14 target is increased to 94% moving toward the actual results of FY 2011-12 and challenging staff to reach for higher customer satisfaction. Customer survey data will be analyzed to determine what activities generate the strongest support from customers and what activities must be improved to gain stronger support. Services and products will be adjusted to either maintain or increase customer satisfaction.

4. Performance Measure: Number of Volunteer Work Hours performed yearly in County Parks and facilities.

| 08-09 Actual Results | 09-10 Actual Results | 10-11 Actual Results | 11-12 Actual Results | 12-13 Adopted | 12-13 Projected | 13-14 Target |
|----------------------------|----------------------------|----------------------------|----------------------------|------------------|--------------------|-----------------|
| N/A | N/A | N/A | 109,182 hrs | 84,000 hrs | 86,520 hrs | 88,000 hrs |

What: Volunteer work hours for County parks and facilities are tracked and reported yearly. This data indicates the level of support the public provides in assistance of staff's that maintain County Parks and facilities. At the same time it provides a measure of the amount of active, health-building hours volunteers spend in County Parks.

Why: Volunteer resources are extremely important to County parks. As resources and revenues have declined, volunteer resources have become increasingly important to the provision of safe and usable parklands. Staff's efforts to attract and retain volunteers for work in County Parks is critical to ensuring that those who would like to volunteer are provided opportunities, are trained for their work and are guided to perform tasks essential to maintaining the County Park system.

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How are we doing? The projection for FY 2012-13 includes a 2,520 hour or 3% increase in volunteer work hours as compared to plan. County Parks saw a large increase in the number of hours provided by our volunteers in FY 2011-12. However, this exceptional performance may not be sustained. The actual number has fluctuated over the past 6 years with an overall upward trend. The FY 2013-14 Target increases the FY 2012-13 Adopted figure by 4,000 hours or approximately 5%. The volunteer program is in place and working well with small additions in service hours related to new Adopt A Park and Adopt A Trail agreements and larger groups choosing County Parks for their 'Work Day'. The year over year increase in use of volunteers demonstrates Park's commitment to and appreciation for the volunteer program and the individuals who volunteer their time to help make the County's Parks and recreational programs available to residents and visitors in our County.